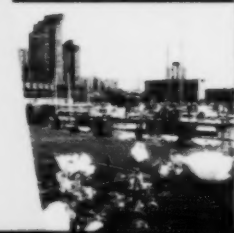




Annual Report 2003



CITY OF VANCOUVER

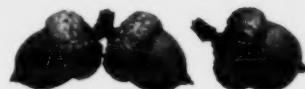
Vancouver: City of today and the future

The City of Vancouver is working everyday to live up to its mission statement: "to create a great city of communities, which cares about its people, its environment, and the opportunities to live, work and prosper."

With a population of almost 600,000, Vancouver continues to grow. We're always facing new challenges as we expand and change.

The City's 8,000 employees maintain and improve the many services and amenities we provide to our residents such as parks, libraries, community centres, police and fire protection, street and traffic lights, and garbage and recycling collection. Besides striving to meet Vancouver's day-to-day needs, Vancouver City Council and staff also think ahead, implementing initiatives and programs that anticipate our future needs.

The overall goal is to keep Vancouver one of the most livable cities in the world, one that combines quality public services and infrastructure, with a thriving business and industry sector amidst a dazzling natural landscape.



VANCOUVER:

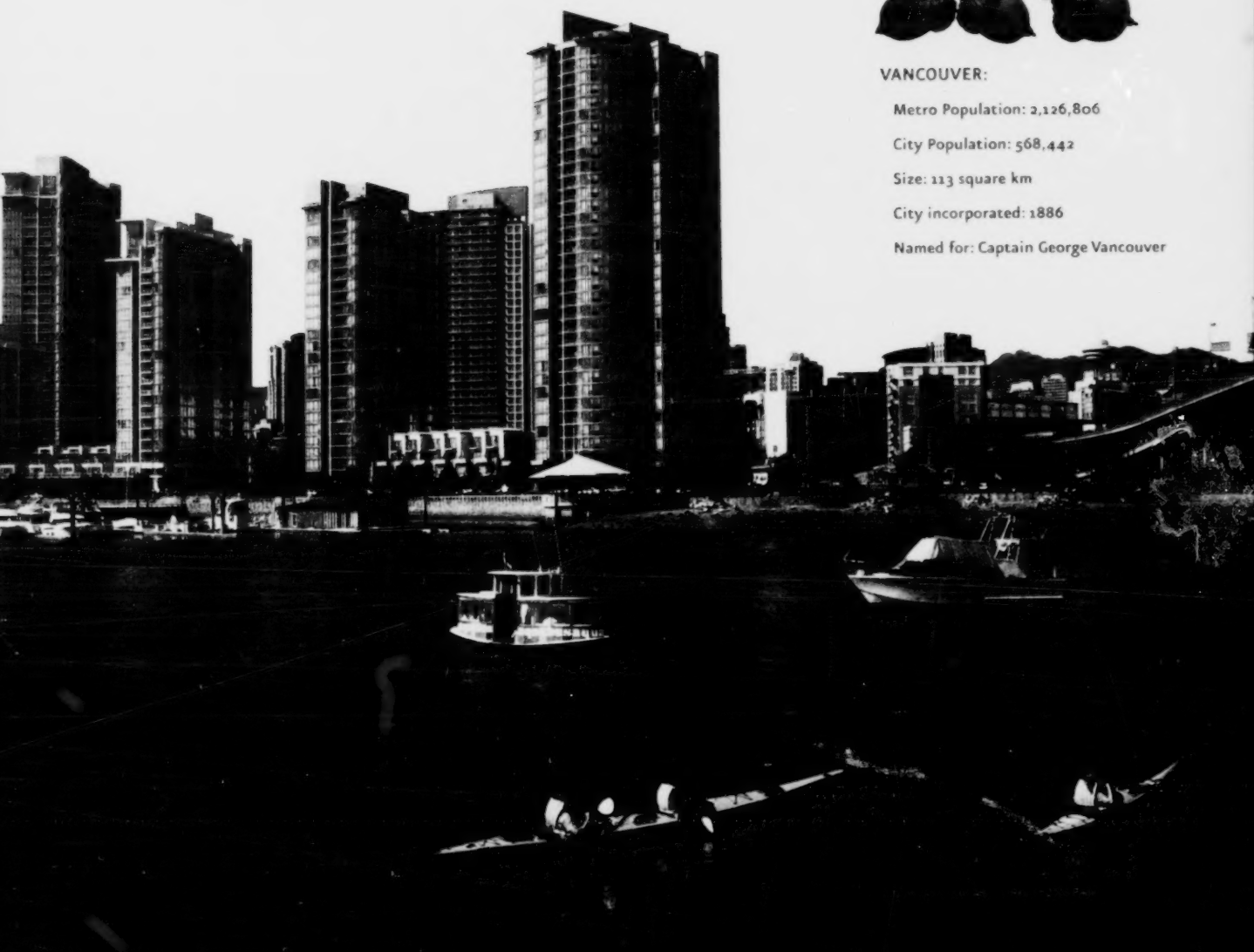
Metro Population: 2,126,806

City Population: 568,442

Size: 113 square km

City incorporated: 1886

Named for: Captain George Vancouver





Message from the Mayor

I am pleased to provide you with this report which highlights the City of Vancouver's major accomplishments for 2003.

The City of Vancouver is a leader in municipal government in Canada. We have a proud record of being innovative and are on the forefront of new programs and services that benefit our citizens. But while we're always willing to try new initiatives and take some risks, at the same time we put great effort into protecting and restoring those things that help keep our city livable and equitable.

Certainly one of the year's highlights was that Vancouver won an international competition to host the 2010 Olympic and Paralympic Winter Games. This was no small feat. And we partially did it by developing an innovative plan that would include some of our less fortunate citizens and neighborhoods in the work of preparing for and hosting the Games.

We also made major strides in the Downtown Eastside. With our partners, we helped open North America's first supervised injection site – a bold step and one that has saved many lives in the months it has been open. We moved forward on the four pillars drug strategy and hosted a major forum on prevention. The City also purchased the Woodward's building in 2003 and took significant steps to begin redeveloping this important site.

We're also very proud of the work we started last year to help Vancouver meet its Kyoto targets by reducing the City's use of energy and greenhouse gas emissions.

Naturally, as a community, we also had our share of challenges last year, especially in the areas of housing and transportation. However, as you will read in this report, the City took steps to address these issues and I am pleased to say we made some headway in promoting affordable housing alternatives and solving some of our transportation needs.



I would like to thank all members of Vancouver City Council – Fred Bass, David Cadman, Jim Green, Peter Ladner, Raymond Louie, Tim Louis, Anne Roberts, Tim Stevenson, Sam Sullivan, and Ellen Woodsworth – for their hard work and dedication to the citizens of Vancouver. Without Council, the programs and services that you see described in this publication would not happen. It is their support of these initiatives that help to make Vancouver the great city that it is.

Larry Campbell

Larry Campbell, Mayor of Vancouver

Message from the City Manager

We welcome this opportunity to give our citizens an update on the various programs and services we provide and improvements that we made over the last year.

It is always a struggle for us to decide which initiatives we should highlight since there are hundreds of things that we do every day, and all of them have an impact on the lives of our residents. Some of the things we do are big and others are small. Some projects have a high profile and others receive very little attention. But, all of these efforts we undertake for the benefit of our citizens and this great community of Vancouver.

What you see in this annual report is but a small portion of the work we did on your behalf in 2003.

What I would like to bring to your attention are the number of awards the City of Vancouver received last year for innovation and excellence. Like the Mayor said, we're truly on the forefront of municipal government.

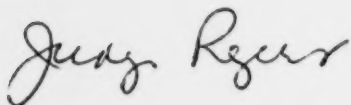
We were awarded the United Nations' Innovation in Public Service Award for our Neighborhood Integrated Services Team. This international award recognized the unique way that Vancouver has helped residents to solve community issues through teamwork.

We were also presented the Cultural Capital of Canada Award, through a federal program that recognized the City's commitment to arts and culture and provided matching funds for new cultural initiatives.

We were also given awards in the areas of planning, engineering, public involvement, and sustainability. A complete list of Vancouver's awards is provided on page 25.

I am most proud of the fact that many of these ideas were actually generated by the dedicated men and women who work for the City. Our City staff are the ones who, on a day-to-day basis, work with and listen to citizens. They bring forward to Council the ideas that help improve our services and make a difference in people's lives. I'm very proud to be leading such a talented, committed and innovative group of people.

I hope you will find this report informative and that it will give you a better understanding of the ways in which the City of Vancouver is working to improve life in your community.



Judy Rogers, City Manager





IN VANCOUVER IN 2003

Permanent emergency shelter beds: 600

Social housing units built in past five years: 2,000

Total number of non-market units completed: 403

Helping keep Vancouver affordable

Vancouver is arguably one of the best places in the world to live, but that can also translate into it being one of the more expensive housing markets in North America.

The City feels strongly about doing what we can to keep Vancouver affordable for everyone who lives here.

While the City can't control the real estate market, it does play an important role in helping to provide accommodations for those who can't afford market prices, and to make it easier on homeowners and renters to cope with housing issues.

New housing

- In 2003, the City of Vancouver helped construct seven new non-market housing developments in partnership with BC Housing. The City's Housing Centre facilitates housing projects through provision of land, affordable leases, and funding.

New housing developments opened in partnership with BC Housing:

Central Residence – for low-income singles in downtown single-room-occupancy units

Dr. Peter Centre – for people with HIV/AIDS and other conditions

Grace Mansion – for low-income seniors downtown

Mole Hill – Phase II – for low-income singles and families

St. Elizabeth Home – for single women outside downtown

Stanley/New Fountain – for low-income singles in downtown single-room-occupancy units

YWCA Crabtree Corner – for single mothers with young children and pregnant aboriginal women

Secondary Suites

Secondary suites are an important part of Vancouver's affordable housing supply, and also help provide income for homeowners dealing with some of the highest housing costs in Canada.

- Vancouver City Council formally approved a bylaw amendment allowing detached single-family homes in any residential area of Vancouver to have a secondary suite.
- Council also approved the relaxation of various bylaw requirements to facilitate the secondary suite process, such as easing certain parking and ceiling height requirements, and allowing the use of smoke alarms rather than sprinkler systems.

Single Room Accommodation Bylaw

Single Room Accommodations are often the last housing choice for an individual before homelessness. The City works to protect low-income tenants, including the elderly, people with mental health issues and others at risk of becoming homeless.

- In October 2003, Council enacted the Single Room Accommodation Bylaw, which ensures that any owner wanting to demolish or convert SRA rooms (e.g. rooming houses, non-market units smaller than 320 square feet) must have a permit from Council.
- The bylaw is also a tool in helping the City live up to its 2010 Bid Book commitment which ensures that no evictions will occur as a result of the 2010 Olympic and Paralympic Winter Games.

Helping those who help others

Expanding child care

The City firmly believes that quality child care is vital to the health and development of children, creating strong families, and supporting the economy and labour force. We support child care through initiatives, policy development and funding.

- In the past year, the City has contributed approximately \$1 million in operating funds to support quality, affordable licensed child care to children and families in Vancouver.
- The City, Park Board and School Board signed a Joint Child Care Protocol to maintain and expand accessible, affordable, quality childcare in the City.
- Two of the most significant commitments in the protocol are: expanding licensed child care by five per cent or 460 spaces in shared City and Park Board facilities, new developments, and other projects over the next two years; and creating a Civic Joint Child Care Council to help achieve this goal.

Supporting community agencies

Through various grants, the City supports the work of non-profit organizations that address social problems, and provide aid to non-profit social service, day care, and cultural organizations.

- More than \$4 million in grants to community agencies were distributed by the City in 2003, benefiting nearly 100 Vancouver-based community organizations.

Improving neighbourhoods

The commitment to "create strong, healthy, vibrant and safe communities" in the City's mission statement is made tangible through many of the initiatives and programs the City continually supports. The City works for and with its residents to make each neighbourhood the best place to live that it can be.

Community Visions

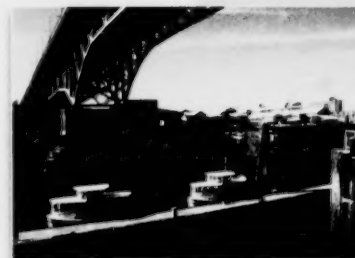
The Community Visions program lets residents work with City staff to map out their "Visions" for the future of their area based on neighbourhood needs and aspirations.

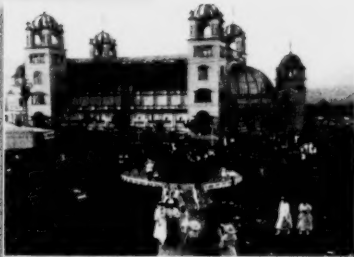
- Two Community Visioning processes were completed in Hastings-Sunrise and Renfrew-Collingwood in 2003.
- Work started on making these Visions a reality by addressing traffic issues around schools and on major roads; organizing community clean-up events; reviewing zoning in shopping areas; and looking at more effective ways for residents to communicate with one another and City Hall.
- Two new Community Visions also started last fall in Arbutus Ridge/Kerrisdale/Shalghnessy and Riley Park/South Cambie.

Southeast False Creek

Southeast False Creek, one of the last large pieces of undeveloped waterfront property in Vancouver, is slated to become a model sustainable community that includes housing, walking and cycling paths, parks, community and child care facilities, amenities, and buildings and development constructed to environmentally friendly standards. The SEFC Official Development Plan moved into its next phase in 2003.

- A series of open houses through the spring and summer provided the public with the opportunity to review and offer suggestions on the proposed plans.
- Individual forums were held to discuss the park, urban design and sustainability components.
- In the fall, a revised SEFC ODP proposal was submitted and the SEFC Planning Team returned to the public in 2004 with the changes. City staff will present the ODP proposal to Vancouver City Council later in 2004.
- SEFC will be home to the Athletes' Village during the 2010 Olympic and Paralympic Winter Games.





Growth in the city

The City's Development Services division is one of the busiest areas in the organization. With Vancouver's rapid growth have come many new developments, business and residential. The City plays an important role in providing guidance, permits, inspections and approvals so that buildings added to our community are safe and are developed in ways that best serve the city as a whole, the community and the applicant.

In 2003

Value of building permits issued: \$1,062,779,746 (over \$1 billion for the third consecutive year)

Inspections completed:

Building 47,326

Electrical 58,582

Plumbing 50,288

Development (zoning) customers served in the Development Enquiry Centre: 6,677

Enquiries to Development Services Phone Centre: 34,273 (daily average of 230)

Trade permits issued: 20,616

Subdivision applications: 94

Development applications processed: 739

Heritage Buildings: 19 protected by heritage designation or heritage revitalization agreements

Rezoning applications: 43

PRODUCED BY THE CITY IN 2003

Print ads: 775

New GVTV stories, 2003 - 2004 season:
60 episodes

News releases: 79

Giving residents a say

The City of Vancouver strongly believes in including its citizens, businesses and communities when making important decisions on various issues. Last year, the City held dozens of meetings, workshops, open houses and public forums in communities all over the city on subjects ranging from the operating budget to major development projects. About half of all the City's newspaper advertising is dedicated to encouraging public participation in government decision-making. We also advertise in multicultural and diversity publications when appropriate to ensure a wide range of residents are informed about issues. Every year, we conduct telephone polling and print and web surveys to ask people their thoughts on many of the decisions City Council must make. Our weekly TV show GVTV helps examine complex issues, with broadcasts of stories timed to air before relevant public meetings. We believe engaging Vancouverites in the choices that shape our city creates a stronger city for everyone.

Some of the City's recent major projects that involved public consultation include:

PNE/Hastings Park

The City of Vancouver entered into an agreement with the Province of B.C. in March 2003 to take over the ownership and management of the Pacific National Exhibition and Hastings Park. The City officially assumed ownership at the start of 2004, and ushered in the start of a new future for this historic city site.

- Two PNE venues, the Pacific Coliseum and the Agrodome, and a yet-to-be-constructed temporary practice facility will be used for events in 2010 Olympic and Paralympic Winter Games.
- The City has started an extensive public consultation process that will build on previous consultation efforts such as the 1997 Hastings Park Restoration Plan. The process will help create a comprehensive plan for the future that will carefully consider the role PNE/Hastings Park plays in providing green space, entertainment, recreation, and employment to our residents.

1 Kingsway

The new Mount Pleasant Community Centre and Library at 1 Kingsway (the intersection of Main and Kingsway) is underway. This joint project of the City, Park Board and Vancouver Public Library will also feature a child care centre and rental apartments, and be designed to meet high environmental standards. 1 Kingsway is expected to open in late 2006.

- The project was approved during the 2002 municipal election when citizens voted in favour of a referendum item, which included financial support for 1 Kingsway.
- In March 2003, Busby and Associates Architects was chosen to design the facility.
- Preliminary design sketches and models were presented to the public at an open house in July. Based on feedback from the public and City staff, the architects have continued to make adjustments to the design. The City, Park Board, and Library will continue to consult the public along the way on various aspects of the development.

Keeping the city beautiful

Street style

Vancouver's bus stops are sporting a fresh look these days after new street furniture started moving into place in 2003. The City contracted Viacom Outdoor Canada/JC Decaux, a company that has provided street furniture to cities around the world, to provide a suite of street furniture that includes transit shelters, benches, litter bins, bike racks and other items.

- In 2003, 350 old transit shelters were replaced, and 50 new ones were added.
- The contract gives the City a complete renewal of its street furniture facilities; free cleaning and maintenance of them for 20 years; 10 per cent of all advertising spaces free of charge for community advertising; and a projected \$47.3 million in cash. In total, it adds up to an estimated \$135 million worth of benefits to the City over the next two decades.

Graffiti Management Program

The battle against graffiti has made strides since the City's Graffiti Management Program was launched in 2002. The program sets out deadlines for the graffiti removal, and makes available resources such as free paint kits and support for Community Paint Out events to help the public wipe out graffiti. It also creates new avenues for graffiti writers and other artists to display their work.

- Graffiti has been reduced in business and commercial areas by 70 per cent on street fronts and by 30 per cent in lanes.
- Private garbage companies are cooperating with the City and removing graffiti from their containers.

Keep Vancouver Spectacular

Keep Vancouver Spectacular, an annual city-wide clean up campaign, had its 8th successful year in 2003. Every May, the City helps organize neighbourhood teams to tidy up their communities, and offers free clean-up supplies, garbage pick-up and use of the Graffiti Management Program's van. The program fosters community spirit and helps make our beautiful city an even better place to live.

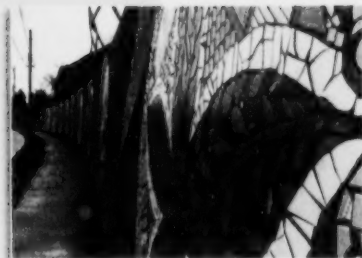
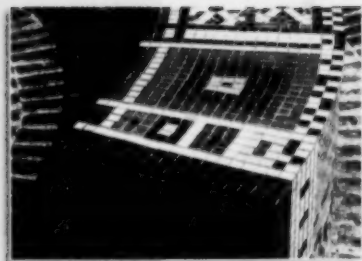
- Almost 5,000 volunteers in 50 teams came together to clean 2,000 city blocks and various shorelines in 2003.
- Nearly 94 tonnes of litter and debris were collected.



GRAFFITI

Murals painted in 2003: 22

**Community Paint-Outs:
24 in 15 different communities**



CULTURAL CAPITAL OF CANADA

The City was named a 2003 Cultural Capital of Canada, as part of a federal program, which recognizes our ongoing commitment to arts and culture, and provides matching funds for new cultural initiatives.



CULTURAL CAPITALE
CAPITAL CULTURELLE
of CANADA du CANADA

Art in the City

Public art reflects the spirit, values, and visions that define the culture of a city. Vancouver's public art program brings artists into the City's planning and development processes and encourages private companies to invest in public artworks that add value, distinction, and identity to new buildings and public places.

- In 2003, more than \$1 million worth of public art was installed by the private sector at new developments, mostly in downtown Vancouver.
- Another \$500,000 in private sector funds was committed to the creation of artworks in the future.
- City Council funded \$250,000 worth of artwork at the new City works yard, and through the Community Public Art Program, in neighbourhoods across the city.
- Eight new public art works, ranging from sculptures to murals, joined Vancouver's streetscape.



Keeping us entertained

The City owns and operates three downtown theatres: the Queen Elizabeth, the Orpheum, and the Vancouver Playhouse. These facilities host a variety of live entertainment and public gatherings throughout the year.

- The Orpheum hosted 163 performances in 2003, with 281,248 people in attendance, which equals last year's number of performances, and is a jump of more than 13,000 people from 2002.
- The Queen Elizabeth was the venue for 162 performances, with 326,703 in attendance, 42 performances and attracting more than 83,000 people than in 2002.
- The Playhouse stage was home to 206 performances with 83,095 audience members. It staged 14 fewer shows than in 2002, but overall attendance was up by 14,000 patrons.
- Last summer saw the return of an extended run of a major musical in Vancouver for the first time in nearly a decade. *Mamma Mia!* ran for 48 performances with attendance of 125,141. The first 24 hours of ticket sales brought in \$1.8 million, setting a record for Vancouver and for *Mamma Mia!* worldwide. The production achieved gross ticket sales of \$9 million, with \$600,000 in profit for the Civic Theatres' operating budget and \$200,000 for our Capital Reserve Fund.

Revitalizing the Downtown Eastside

Work continues to solve complex problems such as drug addiction and dealing, disease, prostitution, crime, lack of adequate housing, high unemployment, and the loss of many legitimate businesses in the Downtown Eastside (DTES), the historic but troubled Vancouver neighbourhood. Several important projects and initiatives are part of the comprehensive plans to revitalize this area.

Woodward's

From its opening in 1903 to its closure in 1993, the Woodward's department store on Hastings Street was a mainstay for the neighbourhood and the city, a hub for shopping, gathering and employment. Its redevelopment is a key, practically and symbolically, to the revitalization of the Downtown Eastside.

- In March 2003, the City purchased Woodward's for \$5.5 million from the provincial government, and took over the future of the site after years of stalled development plans.
- The famous neon "W" sign on the roof of the building was re-lit in May 2003, symbolizing a new beginning for Woodward's.
- The City also began a unique consultation process in May. Through workshops, an Ideas Fair, open houses and meetings, the City gave the community and other Vancouver residents a voice in suggesting ideas for designing the building in a way that is socially, environmentally and economically sustainable.
- A Request for Expressions of Interest call was issued to potential developers in August 2003 and 50 submissions were received.
- In November, the City opened the "W" Room Presentation Centre in the Woodward's building for community events and to provide updated information on the redevelopment project.
- City Council will make a final decision on the future of the building in the summer of 2004.

Rebirth of Gastown Parkade

When Woodward's closed its doors, it left behind the Gastown Parkade, two buildings on Water and Cordova Streets, which used to provide parking for the store and area. The City purchased the parkade to protect the parking supply for the area and any future development.

- Council approved plans for the redevelopment of the Water Street parkade and the reconstruction of the Cordova Street parkade in 2002.
- The Cordova Street building was torn down to make way for a structure housing 633 parking spaces, and a tourist attraction that features an interactive historical journey through B.C.
- The Water Street parkade was refurbished to include offices; 780 parking spaces; and a new facade that fits better with the heritage feel of the area.

Drug Policy Program

The Drug Policy Program gained momentum in implementing the Four Pillars Drug Strategy which emphasizes prevention, harm reduction, treatment and enforcement. With the help of the more than 60 partners in the Four Pillars Coalition, the program focused on harm reduction and prevention in 2003.

- The first supervised injection site for drug users in North America opened in the DTES in September 2003. This three-year scientific research pilot project is a vital part of a harm-reduction plan to reduce overdoses and the spread of HIV/AIDS and hepatitis C. In its first three months, the site averaged 500 visits a day, and registered 2,100 of the estimated 4,700 injection drug users in the community.
- The prevention pillar was the focus of a community forum attended by more than 150 people in the fall. The forum was the first in a series of steps to consult stakeholders that the City is taking to develop a draft prevention strategy.
- In June, the Vancouver Foundation established the Four Pillars Fund, a \$250,000 permanent endowment to help organizations working with addictions in the DTES.



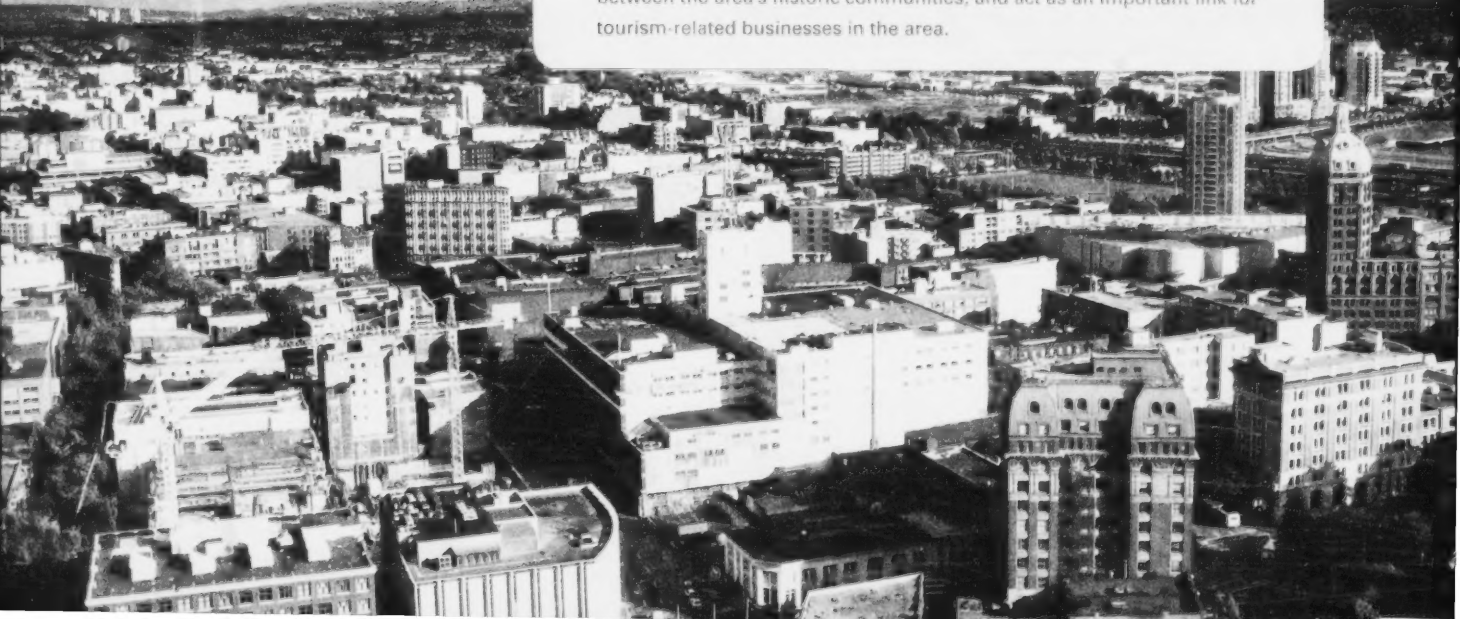


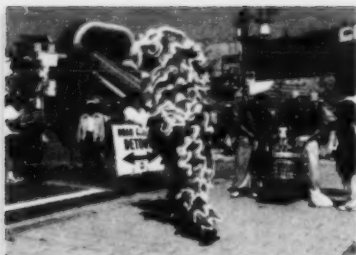
Vancouver Agreement

The Vancouver Agreement (VA) was created in 2000 by the governments of Canada, British Columbia and Vancouver to make the city a safe and sustainable place to live and work. The first focus is to support positive solutions to the economic, social and public safety challenges in the Downtown Eastside. The VA Strategic Plan aims to increase economic development and improve health and public safety in the DTES through four initial strategies: revitalizing the Hastings Street corridor; dismantling the open drug scene; turning problem hotels, particularly those that offer single-room-occupancy housing, into safe, clean places to live; and making the community safer for the most vulnerable, particularly women, youth and children.

These strategies are carried out by a team made up of staff from the federal, provincial and municipal governments. Recent achievements include:

- The provincial government provided a \$3.25 million grant in support of the Vancouver Agreement Employment Strategy, which targets the long-term unemployed.
- The Four Corners Bank, located in the heart of the community at Hastings and Main Streets, is now home to three employment initiatives: Pathways to Employment, which provides information and referral services; FastTrack to Employment, which offers training and employment services; and Aboriginal Connections to Employment, which provides services to First Nations residents.
- The Vancouver Agreement is partnering with the Justice Review Task Force to create an integrated response to street level crime associated with the illegal drug trade in and beyond the DTES.
- A Mobile Access Project was launched in March 2003 to increase safety for women in the DTES, particularly those involved in prostitution. The mobile drop-in centre operates through the night, seven days a week.
- The Vancouver Agreement is actively involved with the 2010 Olympic and Paralympic Winter Games Committee to ensure that DTES residents will benefit from this international event through employment, training, area business development, and continued efforts for a coordinated drug strategy for inner-city residents.
- Work is underway on the Carrall Street Greenway, which traverses the Downtown Eastside and links Chinatown to the Gastown waterfront. The Greenway will improve the streetscape, provide a direct and pleasant path between the area's historic communities, and act as an important link for tourism-related businesses in the area.



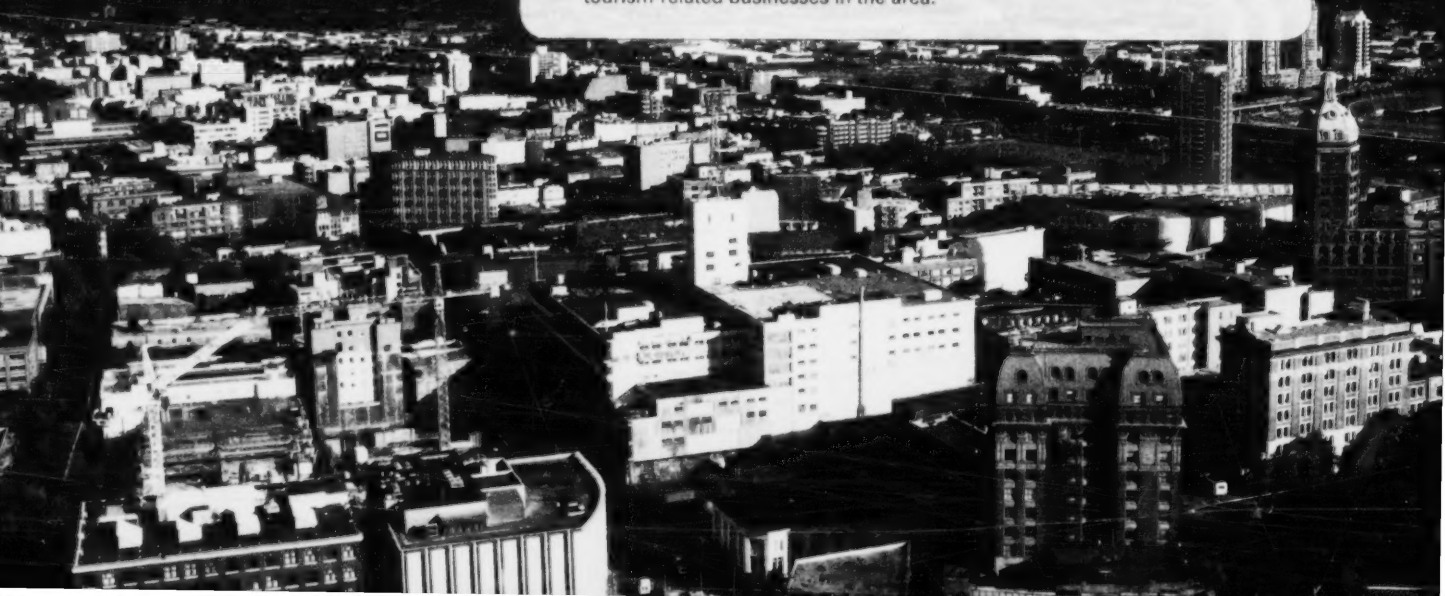


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Improving transportation choices

A city the size of Vancouver that's growing everyday needs effective ways for its citizens to move around town. The City is regularly making improvements to the street and sidewalk network to create safer, more efficient conditions for cyclists, motorists and pedestrians.

Stanley Park S-Curve Project

Completed in 2003, the S-Curve Project marks the first significant improvements made to the Georgia Street entrance to Stanley Park and the southern end of the causeway since it was built more than 65 years ago. This \$13.5-million project was designed to make access to Stanley Park and the causeway easier and safer.

- Pedestrians, cyclists, in-line skaters, and other park users now enjoy safer passage through the new brighter, more spacious Chilco Underpass that connects reclaimed parkland on the Lost Lagoon side of Georgia Street with a new viewing plaza on the Coal Harbour side.
- Trolley bus service now goes into the heart of the park, and has priority-lane access to the Stanley Park causeway.
- Motorists travelling to and from the North Shore experience clearer traffic signals, wider travel lanes, and a safer road.
- The S-Curve Project received a 2003 Award of Merit from the Consulting Engineers of B.C. for engineering excellence.

Major roadwork projects

Vancouver's streets and underground utilities represent an investment of more than \$4 billion. We're regularly upgrading our sewers to a more environmentally friendly system; replacing our water mains to ensure continuous service; and making safety improvements to our roads. By working on a number of projects each year, we can avoid crisis situations and service disruptions.

- During the summer of 2003, City crews worked along 1st Avenue between Clark and Nanaimo, replacing more than one km of 90-year-old sewer main; renewing more than 90 water service connections; repairing curbs and sidewalks, and paving the 1.5 km stretch in just seven weeks – three weeks ahead of schedule.
- Other major projects included water and/or sewer main replacement followed by street paving on major corridors including West 41st Avenue, East 49th Avenue, Fraser Street, West Hastings Street, and West 49th Avenue.

Clark-Knight Corridor

Clark Drive and Knight Street form one of the most vital transportation corridors through the city. This eight-kilometre route carries between 38,000 and 55,000 vehicles per day. It's currently the most heavily used truck route in Vancouver and a key connector between the city and Richmond, Delta and Surrey and the United States. It's also home to almost 2,800 residents, and several schools, parks, community facilities and business areas. Safety, traffic flow, efficiency and living conditions are ongoing issues along the corridor.

- In April 2003, City Council approved a "whole route analysis" of the corridor and a city-wide noise survey that will provide information for other major routes as well.
- The City began a public consultation process to look at the various ways the corridor could be improved for pedestrians, cyclists, residents, motorists, and the movement of goods. Staff gathered feedback at an open house and delivered a newsletter to the neighbourhood to update them on the process.
- City staff formed an advisory committee made up of people who live or work along the corridor and various other stakeholders, who will help develop proposals for improving the corridor.



LETTERS FROM OUR RESIDENTS:

"That's a hell of a team you have there... I have found them to be models of efficiency. This upgrade is a large and terrible job and the City is doing it fabulously. Go ahead. Get a swelled head."

IN VANCOUVER

Streets: 1,435 km

Lanes: 860 km

Arterial streets: 373 km

Sidewalks: 2,000 km

Traffic signals: 700



Cycling in Vancouver

Vancouver strives to be a sustainable city. In that vein, we strongly support transportation options that are alternatives to driving, and one way we do that is by adding cycling routes and innovations that improve the ease and safety of cycling. The first cycling route in the city, the Adanac Bikeway, was approved by Council in 1991. By the end of 2003, there were more than 137 km worth of bikeways in Vancouver. Seven new cycling routes, adding up to more than 20 km, are currently in various stages of construction.

- The Inverness Bikeway opened in June 2003.
- Cyclist-activated push-buttons to control traffic signals were installed at 20 different intersections.
- A new bike box was painted at the intersection of Nicola and Georgia Street. A bike box is an area on the road painted red with white bicycle symbols, which extends across one or more traffic lanes at an intersection, and helps cyclists make safer turns and crossings.
- Plans continue for improvements to the cycling facility on the Burrard Bridge and routes in the downtown core.

Night Bus

Late-night bus service started up on certain TransLink bus routes on weekends. The 2 a.m. to 4 a.m. service was strongly endorsed by City Council, which also suggested an expansion of the limited late-night service to support downtown entertainment, safe driving, and public transit use.

CYCLING

Bicycle routes: 24

Km of bike routes: 137 km



Going Greener

"Sustainability" isn't just a hot topic word to the City of Vancouver. Through our programs, policies and practices, we work to be a sustainable city, one that protects and enhances itself for our residents now and for future generations. We lead by example, developing ways to run the city that take into account the possible ecological, social and economic impacts. We also encourage Vancouverites to do their part too.

Cool Vancouver

Scientists around the world are saying the earth's climate is warming and we're the cause. Human activity is increasing greenhouse gases. With the Kyoto Protocol, an international treaty designed to limit global greenhouse gas emissions, signed by leaders from around the world, the City is doing its part to set goals for greenhouse gas reduction, and create means of achieving them.

- In 2003, City Council approved the formation of the Cool Vancouver Task Force, made up of City staff who are exploring issues around climate change.
- The City adopted a corporate greenhouse gas reduction action plan, and has set a goal of emission levels in the city six per cent below 1990 levels by 2010, with a target of 20 per cent as a corporate goal for the City of Vancouver.
- The Task Force will start a public consultation process to gather ideas and input from residents, businesses and developers on reducing energy use and greenhouse gas emissions.
- The City already has a history of leadership in this issue over the past 15 years, and continues to do its part through initiatives such as: creating more Greenways and bicycle paths; facilitating mixed-use sustainable neighbourhoods; changing Vancouver traffic signals to energy-saving LED lights; collecting byproduct gas at the Vancouver Landfill to produce electricity and heat for sale; constructing green buildings; experimenting with bio-fuelled garbage trucks, and electric and hybrid cars in the City vehicle fleet.

Grow Natural

The City encouraged residents to "Grow Natural" to help protect the environment by using natural yard care techniques. By simplifying their gardening routines, residents could save water, reduce the use of pesticides, and save themselves time and money.

- The Grow Natural education campaign was launched in the spring of 2003. It brought together tips and initiatives from the City's waterworks and recycling departments under the umbrella of one cohesive program.
- Grow Natural offered a colourful brochure and website with tips on subjects such as natural lawn maintenance, waterwise gardening, pesticide alternatives, and the City's rain barrel and composting programs.
- More than 5,000 copies of the Grow Natural brochure were made available throughout the city and the website at grownatural.ca had more than 14,000 visits in the spring/summer period. Ads for the program ran in community newspapers, in movie theatres and on radio.



WEATHER

Average annual rainfall: 1219 mm

Average Temperatures

January: 3 c

July: 18 c

Average daylight

December: 8 hours

June: 16 hours



Going Greener

By David M. Green

Photo by David M. Green

Photo by David M. Green

Photo by David M. Green

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Photo by David M. Green

Photo by David M. Green



WEATHER

Average annual rainfall: 1,100 mm

Average temperature:

January: 4°C

July: 18°C

Average daylight:

December: 8 hours

June: 16 hours

The City of Vancouver's Grow Natural program is a community-based initiative that encourages residents to adopt environmentally friendly lawn care practices. By following the program's guidelines, residents can reduce the use of pesticides and save themselves time and money.

- The Grow Natural education campaign was launched in the spring of 2003. It brought together tips and initiatives from the City's waterworks and recycling departments under the umbrella of one cohesive program.
- Grow Natural offered a colourful brochure and website with tips on subjects such as natural lawn maintenance, waterwise gardening, pesticide alternatives, and the City's lawn care and composting programs.
- More than 5,000 copies of the Grow Natural brochure were made available throughout the city and the website at grownatural.ca had more than 14,000 visits in the spring/summer period. Ads for the program ran in community newspapers, in movie theatres and on radio.







National Works Yard

Industry and sustainability aren't generally two words that go together, but the new City works yard on a track of industrial land at Main and Terminal Street is now the home base for about 400 staff from Water, Sewer, Streets and Electrical Operations departments. The yard is enhanced by innovative environmental features:

- The National Works Yard replaced the aging Cambie Yard facility. Work began on the \$22 million project in August 2002, and it includes shops, offices, garages, storage, and crew areas in five individual buildings on a five hectare site.
- The new yard reaches high standards in sustainability by incorporating two buildings which have achieved a gold rating under the LEED (Leadership in Energy and Environmental Design) system developed by the U.S. Green Building Council. It's the City's first LEED registered project.
- Both LEED buildings are heated and cooled using a ground-source heat pump and radiant panel system. Many of the offices have "occupancy sensor" lights which turn off if nobody's been in the room for a length of time. These components will help reduce energy use by 35 to 40 per cent over traditional buildings.
- To conserve water, the buildings' plumbing systems feature low-flow fixtures, and low-flush toilets that use less water. Rainwater is being used for toilet flushing. Onsite landscaping uses plants that are drought-resistant and don't need irrigation, and rooftops are also planted with greenery to reduce storm water run-off. These measures are expected to cut down on water consumption by about 60 per cent.
- More than half the construction materials used were made of recycled content. The building materials, paint, fixtures, and carpets were all selected to be low VOC (volatile organic compounds), meaning they tend to be better for the air quality than some standard materials. About 95 per cent of all construction waste that was generated returned to the recycling heap too.
- The site is also situated close to transit, with a walking path to the nearby SkyTrain station, and has secure bicycle storage and showers to encourage less car use.

Food Policy

Cities are about more than just road work, utilities, and facilities. Our cities are about what we eat, as well as what we build. Many food-related factors influence how we live. Are our streets lined with fast-food joints or with bustling cafés and local food markets? Can our most vulnerable populations – the poor, elderly and physically disabled – access fresh, nutritious food? Does the money spent on food stay in the city to support the local economy? These are the types of questions that need to be examined to ensure Vancouver's livability.

- City Council approved the creation of a Vancouver Food Policy Council and provided funds for two staff positions in response to rapidly growing community interest in our food supply.
- The Food Policy Council will work on ensuring a just and sustainable food system for all citizens. The council will help Vancouver residents further benefit from our food system through various initiatives including possibilities such as improved community gardens, community kitchens, more farmers' markets, urban agriculture, green roofs, buyers' clubs, community economic development and other sustainability initiatives.

Improving from the inside out

While there are a host of services and amenities the City provides to its residents that are visible in day-to-day life, there's also work going on behind the scenes that helps the city run smoothly and efficiently. We're always looking for ways to improve our business policies and processes which contribute to how well we serve the citizens of Vancouver.

Doing business better

In 2003, the City expanded and improved some of its business systems, policies and processes to handle specific functions more efficiently and effectively.

- The benefits from the investment made in the City's enterprise software continue to be maximized. Additional SAP functionalities were successfully implemented to support the maintenance and tracking of City-owned buildings. The performance management module was developed for the Vancouver Police Department to use for its training, events and management needs.
- The inventory management process was improved. Inventory on hand was reduced by nine per cent, minimizing inventory carrying costs while continuing to meet customer expectations on service.
- The first phase of the Supply Chain Management Initiative was completed. This initiative consolidated several commodity agreements for better value and service, and helped save \$250,000.
- The Supplier Evaluation Process was implemented, linking contract performance to contractor qualifications and award criteria, which improves service levels, and encourages suppliers to deliver full value.

Information Technology

The Information Technology Department of the Corporate Services Group continues to use technology to assist departments and residents in accessing and protecting information quickly and more efficiently.

- Desktop computers and productivity software were standardized across departments, giving staff the ability to share information more efficiently, and providing more security and reliability, all of which help improve productivity.
- A Business Continuity Program was implemented to protect the City's information assets and to ensure that the City could operate as close to normal as possible during and after major emergencies.
- VanMap, the City's web-based mapping and data system, was further enhanced, giving staff and the public access to more information on a 24/7 basis and reducing the need for paper documents and phone calls or visits to City Hall.

Human Resources

- In March 2003, the HR department rolled out the Human Resource Services Temporary Agency Direct Booking System. The HR and the IT departments collaborated on creating this web-based system where managers throughout the City can log on and search for candidates from the City's temporary staff pool when needing to fill job openings. The system makes it easier and faster to hire people. It also saves money by eliminating the use of external employment agencies, and allows the City to test out potential full-time staff.
- The City has been working on reducing injuries in the workplace, and cutting down on Workers' Compensation Board claims. In 2003, WCB time-loss claims dropped to 630 in 2003 from 822 in 2000. The City's WCB assessment has dropped by \$300,000 since the start of the WCB Compliance Program.



FROM OUR RESIDENTS

I would like to express my thanks and appreciation for a great group of guys that recently put in new sidewalks for us... these guys bend over backwards to get our sidewalks in the best shape they could.

Here is a kudo, appreciation, gratitude... Your crews have just completed the sidewalk street paving... a magnificent job.

Public Safety

Emergencies happen anytime without warning. While there's no sure-fire way to prevent a disaster, the City is taking many measures to be as prepared as we can be.

- The Neighbourhood Emergency Preparedness program educates citizens on what to do in the event of an emergency. In 2003, 220 workshops were offered at community centres and schools. Four different workshops were available, with a set of workshops in Chinese.
- Twenty-three fully supplied containers have been placed throughout the city to provide for Vancouverites after a disaster. Four United Nations-approved portable water manufacturing systems were purchased, each capable of providing more than 260,000 litres of water per day.
- Two wildlands vehicles with compressed air foam capability were added to the Vancouver Fire and Rescue Services fleet. These specialized vehicles help the department handle emergencies in trees and brush, and to fight fires that need more than just water as a suppressant.
- A program is underway to seismically upgrade municipally owned and staffed facilities to reduce hazards in the event of an earthquake.
- Thirty-seven strategically located and fully stocked supply cabinets have been located within City-owned buildings to support staff during a disaster.



Vancouver Police Department

The Vancouver Police Department's mission is to fulfill public trust by maintaining public order, upholding the law, and preventing crime. Its 1,200 officers and 300 civilian staff work hard to serve and protect Vancouver citizens with integrity, professionalism, accountability and respect, and to create a safe environment for the entire city.

Helping a community in crisis

- In the spring of 2003, the Police initiated the City-wide Enforcement Team to help restore order in the Downtown Eastside. A team of 40 officers was deployed to the DTES to provide a highly visible police presence. VPD received many positive comments from people and businesses in the area about notable improvements to the drug trafficking scene and overall safety.
- VPD worked closely with the City and with the Vancouver Coastal Health Authority in opening the first legal supervised injection site in North America. The project was designed to reduce disease transmission and overdoses, and encourage users to begin treatment. Police officers working in the area now direct users to the site, which assists the user and helps lessen disorder on the streets.

Ways to better serve and protect

- The VPD has launched a faster, more efficient version of its Internet-based crime reporting system. Citizens may report non-emergency crimes through the Police website and valid reports are now automatically entered into the database, allowing for them to be quickly available to all police staff.
- In conjunction with Vancouver Fire and Rescue Services, the BC Ambulance Service and the BC Centre for Disease Control, the Police trained 450 patrol officers in Chemical Biological Radiological Nuclear Response Awareness. The VPD is working closely with its many first-response partners to train and plan effectively for the possibility of such events.
- In November 2003, the VPD partnered with the RCMP and the Securities Commission to form the Integrated Market Enforcement Team to investigate major stock market fraud and manipulation cases.
- The DISC (Deter and Identify Sex-trade Consumers) program was expanded to include 36 police partnerships, and continues to maintain liaisons with Canada Customs and Immigration, E-Comm and the BC Amber Alert program.

A job well done

- The VPD Homicide Squad conducted an intensive 18-month investigation into the 2001 beating death of Aaron Webster, a well-known member of the city's gay community. Four people were arrested in spring 2003 in relation to this crime. Two have since pleaded guilty, and the others await trial. The arrests restored the gay community's faith in the VPD, and the Webster case also contributed to the passing of amendments to the Criminal Code to include sexual orientation in the Hate Crimes Section. These amendments were championed by Inspector Dave Jones of the VPD, who made a presentation to Parliament on the issue.



VANCOUVER IN 2003

Violent crime decreased: 1.2%

Break and enters decreased: 0.4%

VANCOUVER FIRE AND RESCUE SERVICES IN 2003

Fire incidents: 31,543

Explosions/ruptured pipes: 136

Medical calls: 18,665

Hazardous materials: 400

False Alarms: 8,795

Public Hazards: 174

Public Service: 885



Vancouver Public Library

Vancouver Public Library is the third largest public library system in Canada, with 22 branches and collections available in a variety of formats and languages. It is one of the most-used civic facilities in the city.

Carnegie hits 100

Carnegie Reading Room, Vancouver Public Library's first branch, and Carnegie Community Centre celebrated their 100th Birthday.

Improved Library Hours

- Thanks to additional funding from City Council, the VPL Board abolished the annual one-week summer closure instigated in 1997 to balance the budget.
- VPL Library Board also approved plans to extend Central Library's 2004 opening hours by an hour at the end of the day, except on Sundays.

New leaders

- Paul Whitney joined Vancouver Public Library as the new City Librarian. Whitney, who came to VPL from Burnaby Public Library, has a local, national, and international reputation as a leader in public librarianship.
- Shelagh Flaherty was appointed as Director of Central and Reference Services; and Corinne Durston was appointed as Director of Branches, East.

More libraries

- Plans moved forward for the new Mount Pleasant Branch at 1 Kingsway, and City Council approved a new Kensington Branch as part of the King Edward Village development at Knight and Kingsway.
- The Board approved a community consultation process in the Downtown Eastside and Strathcona neighborhoods to explore options for library service improvements.

New services and improvements

- Two new online reference services, Find It Now and Homework Help, give patrons and students immediate access to library staff expertise and reliable information from the comfort of home, work, or school. Live chat and co-browsing allows them to learn valuable research skills as staff guide them in their search for information.
- Eleven new web-based databases were added to www.vpl.ca in 2003. Consolidated searching on the website allows patrons to simultaneously search the library catalogue and 20 full-text databases.
- New express check-out machines were installed at the Central Library and four branches.
- The Business and Economics and Newspapers and Magazine Divisions at the Central Library initiated customized one-to-one research interviews, which allow patrons to book an appointment with a librarian for in-depth, individual assistance.

Library Programs

VPL continues to offer a diverse array of author readings, training courses, and programs on a variety of topics as varied as the people who attend.

- In 2003, VPL offered 5,722 different programs and workshops to children, teens, and adults. 195,086 people attended VPL programs. Courses ranged from library and online research to specialized workshops on topics as diverse as genealogy and jazz.
- The Mother Goose program supported early childhood literacy for children aged two and younger. The Read-Along program offers one-on-one reading assistance to school-aged children in 10 library branches during the summer. The VPL Summer Reading Club had 9,122 children participating, with 109 more kids taking part in the Chinese Summer Reading Club.
- One Book, One Vancouver, the VPL city-wide book club, featured Timothy Taylor's *Stanley Park*. The book circulated more than 3,500 times and about 2,000 people attended various events related to the book club.



LIBRARY IN 2003

Visitors: 6.2 million

Items borrowed: 8.9 million

Questions answered in person,
by phone, by e-mail: 1 million

E-mail reference: up by 62%

Website visits: 2.4 million





Park Board

Vancouver's parks and recreation system plays an important part in our lives. From the trees that line our boulevards and our 200 well-maintained parks to the programs at our 23 community centres and maintenance at our beaches, the Park Board strives to keep us healthy and active, and our city beautiful and livable.

Art in everyday life

The 2003 Artists in Residence Program brought art into our neighbourhoods and parks through a number of projects.

- The "Path to Peace" mural for Kitsilano Community Centre acknowledges the community centre as a war memorial site, and was developed through community gatherings that included the veterans of the Billy Bishop Legion. Thirty people worked with the artist to paint the mural.
- The Park Board also worked with a local gallery to install temporary public art along English Bay and Coal Harbour to enliven the downtown waterfront.

Website makeover

Improved public access, more information, and better design were the goals of the major upgrade to the Park Board's public website.

- The redesign included a home page with feature boxes that change weekly and highlight important information and events, and a new, easier-to-remember address: www.vancouverparks.ca

Vancouver 2010 legacy

The Park Board supports the 2010 Olympic and Paralympic Winter Games as an opportunity to provide permanent recreation and facility legacies for the city. It will also be a showcase for social and environmental sustainability, and a chance to bring volunteers back to the community.

- Sixteen free skating sessions were held for children and families over the school holidays in December at Vancouver's eight public ice rinks as part of the Olympic Youth Legacy Program for Sports and the Arts.

Partnerships for parks

The ParkPartners program continued to bring together volunteers and Park Board staff to work on improving area parks.

- A new community garden in Stanley Park was developed with local West End residents.
- A community-based Chinese Lunar New Year celebration took place in February, organized by the Friends of Victory Square, the Downtown Eastside Residents' Association, Carnegie Centre and Chinatown Revitalization Committee.

Community Board Meetings

To make the Park Board more accessible and take decision-making directly to Vancouver's neighborhoods, six of the Park Board's regular public board meetings were held at Sunset, Trout Lake, Mount Pleasant, Strathcona, and Coal Harbour Community Centres and at VanDusen Gardens during the year.





Environmental leadership

- McCleery, Fraserview and Langara Golf Courses received recognition from the Audubon Cooperative Sanctuary System of Canada for their environmental practices which included improving habitat and natural food sources for wildlife, reforesting with native trees, using effective water conservation methods and delivering education programs.
- During the year, 3,200 street trees were planted, bringing the total on our boulevards to nearly 130,000. Trees were also planted in Everett Crowley Park in celebration of Earth Day.

Improvements to community recreation facilities

- A lobby and reception area upgrade was completed at Kitsilano Community Centre.
- The redeveloped Dr. Sun Yat Sen Gardens courtyard was officially opened in a festive celebration with the Chinese community.
- A popular new waterfront restaurant, the Mill Marine Bistro, opened in Harbour Green Park.

New and upgraded parks

- The completed extension to waterfront David Lam Park features tennis and basketball courts, plazas, a large children's playground and a new section of the seawall walkway.
- Vancouver's newest downtown green space, Emery Barnes Park, was dedicated in September, and includes flower beds, trees, shrubs and classic stone work along with a lively water feature.
- Improvements to the park site at 8th Avenue and Fraser Street features benches, new trees, a picnic area and pathways.
- A new entry to Stanley Park was completed as part of the major "S Curve" project, which features more park services, increased safety, and transit upgrades and an additional 240 trees.
- The first phase of the redevelopment of historic Victory Square Park, home of the Vancouver Cenotaph, was completed in time for the city's Remembrance Day ceremonies in November.
- The new playing fields at Empire Bowl in Hastings Park were opened in June. Redevelopment of the site added two soccer fields, two softball diamonds, an oval running track, a pathway, and a new field house.
- The 80-year-old Thornton Park was upgraded to reflect its history, original design and the architectural significance of the adjacent train station, while addressing increased pedestrian traffic and safety issues.
- Redevelopment work on East Vancouver's Strathcona Park was completed and includes a small skate park, new pathways, a basketball court, a baseball diamond, picnic tables and play areas.
- Upgrading was completed in Heather Park with improved drainage, play area and new plantings.

Winner's Circle

2003 awards received by the City of Vancouver, its programs and staff

City of Vancouver

- 2010 Olympic and Paralympic Winter Games awarded to the City of Vancouver.
- United Nations Innovation in Public Service Award for the Neighbourhood Integrated Services Program, recognizing NIST's unique way of helping residents solve community issues through teamwork
- Cultural Capital of Canada Award, a federal program that recognizes cities' commitment to arts and culture, and provides matching funds for new cultural initiatives.
- Canadian Institute of Planners Award for planning excellence in the Downtown Transportation Plan.
- Award of Merit from the Consulting Engineers of British Columbia for excellence in engineering in the Stanley Park S-Curve project
- Program Excellence Award for Citizen Involvement from the International City/County Management Association for the City's Public Involvement Review, an initiative to improve the effectiveness of civic government and service delivery
- The Federation of Canadian Municipalities-CH2M HILL Sustainable Community Award for renewable energy for the Landfill Gas Collection and Utilization Project, which allows byproduct gas to be used to produce electricity and heat
- Supplier of the Year from NorskeCanada for high quality and continuous supply of old newspapers for recycling
- Honour Award from the Waterfront Center's 21st Annual International Conference for outstanding planning and public access for Vancouver's Waterfront Promenade.
- Technical Innovation Award from the American Public Works Association for the Country Lanes project which designed lanes that are more attractive and environmentally sustainable
- City Manager Judy Rogers was named to Top 100 list at the Most Powerful Women Summit by the Women's Executive Network and the University of Western Ontario's Richard Ivey School of Business.
- Director of Current Planning Larry Beasley received the Award of Excellence as an Advocate for Architecture from the Royal Architectural Institute of Canada for his continued support of great architecture in Vancouver



Vancouver Police Department

- Special Constable Jill Ebner was chosen as the 2003 recipient of the Criminal Intelligence Service of Canada Mark of Excellence Award for her threat assessment of organized crime groups which has raised the profile of the VPD in the area of intelligence-led policing.

Vancouver Public Library

- Madeleine Aalto, former Director of VPL, and Janice Douglas, Director of Youth Services and Programming, received Commemorative Medals for the Golden Jubilee of Her Majesty Queen Elizabeth II.
- The Canadian Library Association Outstanding Service to Librarianship Award went to Brian Campbell, Director of Systems and Technical Services.
- The One Book, One Vancouver program won a Merit Award from the British Columbia Library Association for community involvement.



City of Vancouver Consolidated Statement of Financial Position

As at December 31 (\$000s)

2003

2002

FINANCIAL ASSETS

Cash	\$ 36,819	\$ 80,037
Temporary investments	436,666	397,230
Accounts receivable and accrued interest	46,987	41,537
Local improvement receivable	19,735	19,380
Property taxes receivable	30,433	31,092
Lease agreement receivable	54,616	55,926
	625,256	625,202

PHYSICAL ASSETS

Inventory	11,398	10,631
Capital assets	6,767,071	6,419,916
	6,778,469	6,430,547
	\$ 7,403,725	\$ 7,055,749

FINANCES

The Vancouver Charter requires the City to have a balanced operating budget.

Most of a property owner's tax and utility dollars are used to fund utilities and public safety (police and fire).

LIABILITIES

Accounts payable and accrued liabilities	\$ 173,552	\$ 162,939
Mortgage and loan agreements	66,897	70,435
Long term debt	396,136	419,226
Deferred income	29,978	29,751
	666,563	682,351

MUNICIPAL EQUITY

Equity in capital assets	6,299,132	5,926,993
Actuarial reserve for debt retirement	112,748	87,116
Reserves	205,281	196,655
Fund balances	169,045	211,301
Obligations to be funded from future revenues	(49,044)	(48,667)
	6,737,162	6,373,398
	\$ 7,403,725	\$ 7,055,749

City of Vancouver

Consolidated Statement of Financial Activities

Years ended December 31 (\$000s)

2003

2002

REVENUES

Property taxes, penalties and interest	\$ 456,300	\$ 433,039
Water fees	58,360	56,983
Solid waste fees	35,592	34,768
Sewer fees	31,756	29,814
Other fees, rates and cost recoveries	223,172	202,939
Revenue sharing, grants and contributions	7,227	7,078
Investment income	21,098	20,389
Rental and lease income	36,346	36,469
Sale of property	9,479	15,344
	879,330	836,823

EXPENDITURES

General government	129,489	113,590
Police protection	151,704	139,034
Fire protection	75,129	74,982
Engineering	123,192	116,441
Water utility	62,723	65,096
Solid waste	29,917	28,631
Sewer utility	71,170	68,010
Planning and development	60,980	58,467
Recreation and parks	88,299	92,111
Community and cultural services	68,473	65,188
	861,076	821,550

NET REVENUES

18,254 **15,273**

DEBT, TRANSFERS AND OTHER

Debt principal repayments	(26,629)	(16,229)
Debt issues	0	100,000
Net transfers to reserves	(34,258)	(39,029)
Change in obligations to be funded from future revenues	377	(552)
	(60,510)	44,190

CHANGE IN FUND BALANCES

(42,256) **59,463**

FUND BALANCES

Beginning of year	211,301	151,838
End of year	\$ 169,045	\$ 211,301





PHOTOGRAPHERS

Photo Studio

John & Mary

John & Mary

John & Mary

John & Mary

John & Mary

John & Mary

John & Mary

John & Mary

John & Mary

John & Mary

Other fees,
rates and cost
recoveries: 25%

Property taxes,
insurance and
contract: 52%

Engineering
14%

Police
protection
19%



PHOTOGRAPHERS

Ernie Stelzer

Josh Anderson

Elaine Ayres

Joshua Berson

Catherine Clement

Carol DeFina

Terry Guscott

Kent Kallberg

Robert Kwong

Brian Leonard

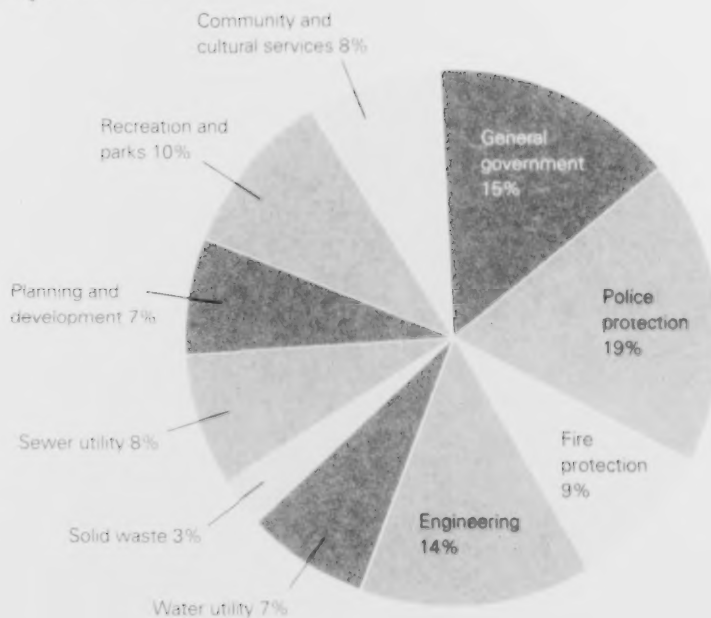
Kim McCarthy

Page 6, excerpt from Vancouver
Exhibition buildings, Hastings
Park, ca. 1917. Photographer:
Stuart Thomson, City of Vancouver
Archives CVA 00.7.06

Revenue Sources



Expenditures





CITY OF VANCOUVER

433 West 11th Avenue
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